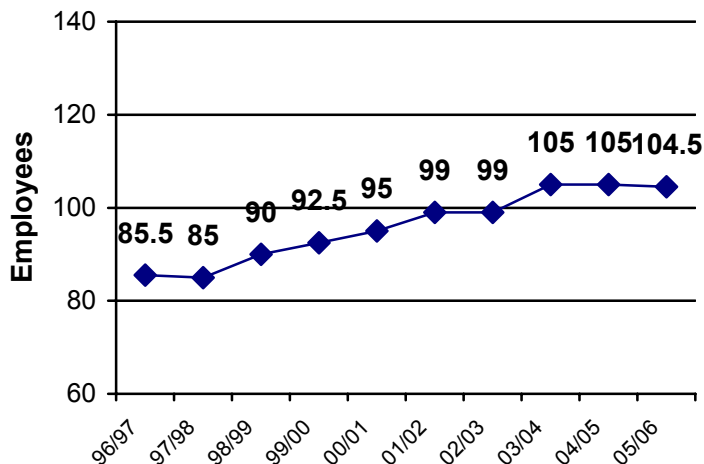


**MISSION STATEMENT**

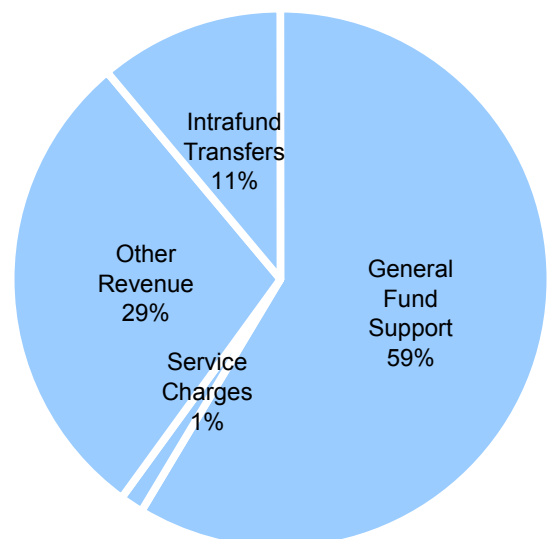
The Department of General Services shall serve the public and all county employees with excellence, cost efficiency, and respect as a significant service provider for the County of San Luis Obispo.

<u>Financial Summary</u>	<u>2003-04 Actual</u>	<u>2004-05 Actual</u>	<u>2005-06 Requested</u>	<u>2005-06 Recommended</u>	<u>2005-06 Adopted</u>
Revenues	\$ 3,089,419	\$ 3,045,785	\$ 4,853,370	\$ 3,608,136	\$ 3,608,136
Salary and Benefits	7,032,750	7,163,638	8,004,414	7,681,835	7,681,835
Services and Supplies	3,787,143	3,869,772	4,383,861	4,225,557	4,225,557
Other Charges	11,487	11,950	24,125	24,125	24,125
Fixed Assets	66,985	28,174	70,000	35,000	35,000
<b>**Gross Expenditures</b>	<b>\$ 10,898,365</b>	<b>\$ 11,073,534</b>	<b>\$ 12,482,400</b>	<b>\$ 11,966,517</b>	<b>\$ 11,966,517</b>
Less Intrafund Transfers	1,534,059	1,360,814	1,335,451	1,335,451	1,335,451
<b>**Net Expenditures</b>	<b>\$ 9,364,306</b>	<b>\$ 9,712,720</b>	<b>\$ 11,146,949</b>	<b>\$ 10,631,066</b>	<b>\$ 10,631,066</b>
General Fund Support (G.F.S.)	<u>\$ 6,274,887</u>	<u>\$ 6,666,935</u>	<u>\$ 6,293,579</u>	<u>\$ 7,022,930</u>	<u>\$ 7,022,930</u>

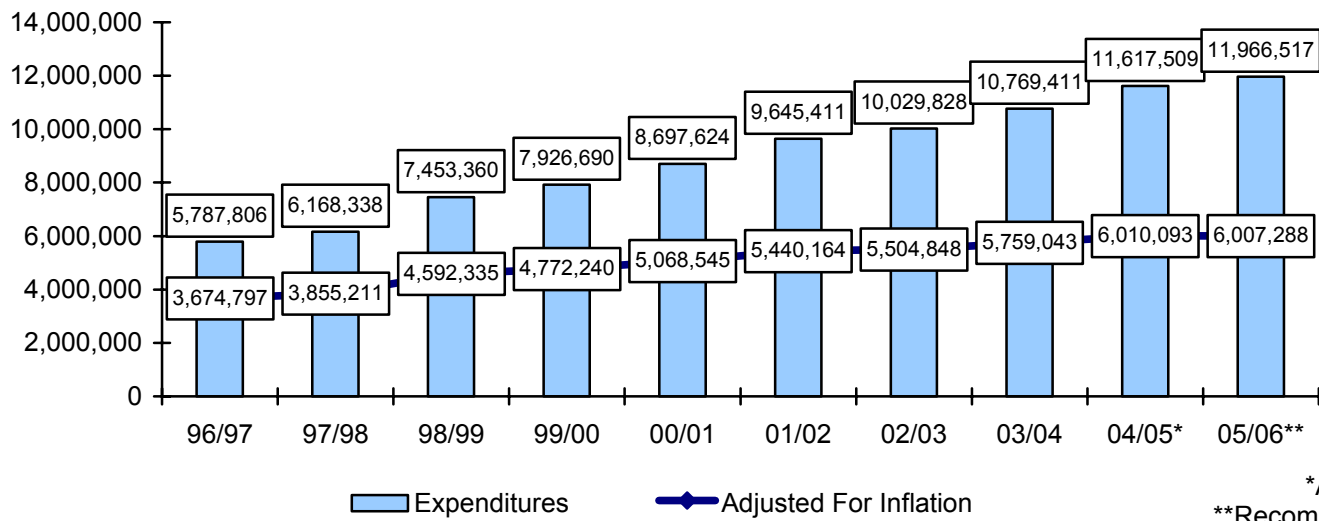
**Number of Employees**  
(Full Time Equivalent)



**Source of Funds**



## 10 Year Expenditures Adjusted For Inflation



### SERVICE PROGRAMS

#### Administration

Provide general management, supervision, accounting, and secretarial support to all divisions in General Services, County Airports, County Garage, Reprographics, Parks and Golf Courses.

Total Expenditures: \$1,405,616 Total Staffing (FTE): 15.5

#### Architectural Services

Manage the construction process (design, bidding, contractor selection, implementation, and contract administration) for capital improvement and maintenance projects for County-owned buildings.

Total Expenditures: \$900,102 Total Staffing (FTE): 11

#### Central Mail

Distribute interoffice and U.S. mail for all County Departments and pick-up, meter, and sort outgoing U.S. mail to take advantage of pre-sort discounts.

Total Expenditures: \$258,314 Total Staffing (FTE): 2.5

#### Central Services

Manage the centralized purchasing program for all County Departments and the Special Districts which are under the control of the Board of Supervisors.

Total Expenditures: \$339,634 Total Staffing (FTE): 5.5

#### Custodial Services

Provide general office maintenance, custodial services, and related supplies for County facilities.

Total Expenditures: \$1,610,212 Total Staffing (FTE): 33

#### Facility Maintenance Services

Perform general operational maintenance and preventative maintenance of County-owned facilities utilizing in-house staff or contracted vendors depending upon the scope of the project.

Total Expenditures: \$2,606,980 Total Staffing (FTE): 30

#### Grounds Services

To maintain the landscaping of County buildings and facilities in a timely manner.

Total Expenditures: \$351,379 Total Staffing (FTE): 2

### Maintenance Projects and Utilities

To maintain and enhance utility services for existing County facilities.

Total Expenditures: \$1,759,055    Total Staffing (FTE): 1

### Real Property Services

Manage the utilization, leasing, permitting, acquisition, purchase, sale and transfer of County-owned real property, including land, buildings, and improvements. Procure, negotiate, establish and administer real property lease contracts and agreements for County Departments (i.e. County as Lessee and County as Lessor/Permitter).

Total Expenditures: \$1,399,774    Total Staffing (FTE): 4

### DEPARTMENT COMMENTS

The Department of General Services is submitting its annual budget equal to that of last year's funding. A proposal is being made to begin "pass through" charging of utility service charges to the user departments. Seven new positions are requested to maintain added square footage in the new County Government Center and North County Regional Center.

Overall salaries have increased by \$502,980 due to the normal step increases, COLAs and increased Workers Compensation rates. It also includes funding for 1 new Groundskeeper, 5 new Custodians, and 1 new Maintenance Mechanic needed to take care of the new County Government Center and North County Regional Center.

Services and supply expenses have increased by \$300,271 due to the increased costs relative the new facilities and rising utility rates. Cuts were made in other areas of services and supplies in order to control overall expenses in an attempt to meet the net county cost from last year.

Other charges have increased by \$1,140 to budget for special district assessments due on property held by General Services in accordance with County Surplus Policy.

Fixed assets budget has increased by \$60,500 as General Services is requesting a Boom Lift machine to allow changing light bulbs and cleaning windows in the high areas of the new County Government Center, and also a new Energy Management system to aid in reducing County energy costs.

Intra-Governmental transfers have risen by \$1,300,000 based upon charging user departments for their own utility service charges.

Revenues from outside agencies has decreased by \$493,209, largely as a result of losing revenues from General Hospital and associated clinics.

### COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The recommended budget provides for a general fund support cost of \$7,022,930 up \$761,865 or 12% from the current year level. The change from the department's status quo requested budget reflected in those numbers includes elimination of passing through the utility charges to user departments. The concept of charging individual users for utilities has merit however the mechanics of billing out need to be further refined and explored before implementation – we will be looking at this concept in a wider review of overhead charges late in the year. That change increases the budget cost by \$1,381,329. This increase is mitigated by additional revenues from Medical Services for continued service to the General Hospital campus.

In addition, the expenditure request is reduced by \$158,304 for the implementation of a mandatory utility conservation program together with some \$322,579 in salary/benefit reductions. The latter savings reflect a recommendation for 2 new custodial positions for new building obligations – 5 positions fewer than requested. Additionally, a Senior Capital Project Coordinator position is eliminated along with a vacant Capital Projects Inspector position. Recruitment for a vacant position at a lower level will also generate savings of around \$10,000.

Finally the Fixed Assets request is reduced by \$35,000 eliminating the lift boom request. Despite these reductions, the recommended budget reflects the reality of support service costs to county programs.

**BOARD ADOPTED CHANGES**

None.

**GOALS AND PERFORMANCE MEASURES**

**Department Goal:** Provide timely, accurate, and cost effective architectural services to all County Departments with capital improvement and maintenance projects.

**Communitywide Result Link:** A well-governed community.

**1. Performance Measure: Percentage of capital projects completed within their original budgeted cost estimate.**

00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Actual Results	04-05 Adopted	04-05 Actual Results	05-06 Target
95%	75%	90%	75%	80%	74%	80%

**What:** This is a measure of the percentage of projects completed within their budgeted allocations compared to the total number of projects completed within a fiscal year. This ratio gives the success rate of projects completed within budget.

**Why:** This measure reflects on the ability of Architectural Services staff to manage projects cost effectively and to provide reliable and accurate cost estimating for the County's Capital Improvement Program.

**How are we doing?** Construction costs continue to escalate in unprecedented percentages and remains a challenge for Architectural Services to estimate & establish budgets for Capital and Maintenance projects 6 to 9 months before the projects are approved. This Division utilizes a multitude of tools and resources, including the implementation of data sharing between other Counties, to provide the most accurate estimates possible. Staff continues to conclude that completing 80% of construction projects within their budget is an aggressive target. In 04-05, 34 projects were completed with 25 projects (74%) coming within budget, while 9 projects (26%) exceeded their budgets. It is notable, however, total project costs recognized overall savings of approximately \$242,000 (8%). (This data does not include projects managed by Departments or Divisions other than Architectural Services.)

**Department Goal:** Provide timely and effective custodial services to all County Departments.

**Communitywide Result Link:** A well-governed community.

**2. Performance Measure: Percentage of County departments rating custodial services as "good" to "excellent" in annual customer survey.**

00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Actual Results	04-05 Adopted	04-05 Actual Results	05-06 Target
75%	93%	91%	90%	90%	100%	65%

**What:** Annual surveys of County Departments provides a measure of customer satisfaction regarding the cleanliness of facilities, staff responsiveness, staff courtesy and the ease of doing business with Custodial Services.

**Why:** Our success in providing acceptably clean facilities to client Departments is ultimately measured in the responses and opinions of our clients.

**How are we doing?** We are pleased to report that our 04-05 Adopted goal was somewhat low, and, for the first time, Custodial Services has reached results of 100% satisfaction from the client departments we serve. Our remarkable results in the very subjective area of facility cleaning are the direct result of extraordinary efforts put forth by the Custodial staff and their leadership. Our 05-06 Target reflect our concerns of bringing new facilities on board in FY 05-06 without additional staff. The integration of operations in the new Government Center is now behind us. Additional facilities yet to be put on-line are the full utilization of the old Courthouse, the new North County Regional Center facilities for the Sheriff and the Ag Department, and approximately 60,000 sq. ft of the Johnson Ave. campus which will be utilized by the newly formed Health Agency. These new facilities will require additional staff or reduced services, most likely a combination of both. Our 05-06 Target of 65% satisfaction seems low in light of what custodial services has been able to do this year. Therefore we anticipate a variance between 05-06 Target of 65% and 05-06 Actual Results. A Target of 85% is more appropriate at this time for the 05-06 fiscal year.

**3. Performance Measure: Square footage of office space cleaned per custodian.**

00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Actual Results	04-05 Adopted	04-05 Actual Results	05-06 Target
21,542 square feet	21,961 square feet	22,260 square feet	24,532 square feet	22,400 square feet	22,907 square feet	25,824 sq ft/ person

**What:** This measure shows the amount of office space each custodian is responsible for keeping clean.

**Why:** This measures helps to show the efficiency of our custodial staff.

**How are we doing?** Custodial industry standards state that one custodian is needed for every 18,000 square foot of office space to maintain an acceptable level of cleanliness in a facility. We are close to our FY 04-05 Adopted target, but it should be noted this is a dynamic number that is calculated at the end of the fiscal year being evaluated. As new facilities are built or renovated and come on-line, this number fluctuates within the fiscal year being evaluated. Currently, at the end of the 04-05 fiscal year, the custodial staff is approximately 27% over industry standards for square feet cleaned. Our 05-06 Target evaluates the impact of bringing the new North County Regional Center on line, renovating the Johnson Ave campus for the Health Agency, and backfilling the old Courthouse and bringing it back to full occupancy in FY 05-06.

**Department Goal:** Provide timely and effective facility maintenance service to all County departments in a cost effective manner.

**Communitywide Result Link:** A well-governed community.

**4. Performance Measure: Square footage of facilities maintained per Maintenance Mechanic.**

00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Actual Results	04-05 Adopted	04-05 Actual Results	05-06 Target
New Measure	55,880 sq ft/ person	59,025 sq ft/ person	54,389 sq ft/ person	52,800 sq ft/ person	53,277 sq ft/ person	53,455 sq ft/person

**What:** This measure shows the amount of space each maintenance mechanic is responsible for maintaining.

**Why:** This measure helps to show the effectiveness of our maintenance staff.

**How are we doing?** Maintenance industry standards call for one maintenance mechanic for every 49,000 square feet of facility space. Our current actual results of 53,277 sq. ft/ person is close to our 04-05 Adopted target. This figure is dynamic in that it changes with the delivery of new facilities like the new Government Center. Yet to be brought on-line is the new North County Regional Center, which will be operational early in fiscal year 05-06. Currently our sq. ft per maintenance mechanic is approximately 8% over industry standards, and in our opinion is within acceptable standards of deviation if it is accepted that our preventative maintenance program stay at its current levels.

**5. Performance Measure: Percentage of total person hours available dedicated to the preventive maintenance program.**

00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Actual Results	04-05 Adopted	04-05 Actual Results	05-06 Target
13%	16%	12%	14%	18%	14%	10%

**What:** This measure compares the maintenance person hour resources being dedicated to and utilized in the preventive maintenance program.

**Why:** The overall goal is to increase and enhance the preventive maintenance program to limit unscheduled breakdowns, control costs for major maintenance, and reduce the number of routine work orders requested by departments. Measuring hours dedicated to the preventive maintenance program is an indicator of a more or less active PM program.

**How are we doing?** In order to maximize the benefits of the PM program, our long-term goal is to have 40% to 50% of all maintenance completed via scheduled preventative maintenance. We project that as we add additional facilities, the preventive maintenance program will be a source of staffing for corrective work orders and the PM program will therefore shrink over time. The long-term goal of 50% PM maintenance cannot be achieved without additional staffing as we continue to add net sq. footage to our inventory of capital assets. This projection of a shrinking PM program as we add additional facilities is being born out. As the new Government Center came on line, the start up interaction required of maintenance was higher than expected. That additional staff time came directly from the PM program and reduced our 04-05 Adopted target of 18% to the 04-05 Actual Result of 14%. As additional facilities come on line, such as the North County Regional Center, we will find a commensurate reduction in PM percentages unless additional staff is added.

**6. Performance Measure: Percentage of County Departments rating maintenance services as "good" or "excellent" in annual customer survey.**

00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Actual Results	04-05 Adopted	04-05 Actual Results	05-06 Target
85%	100%	100%	100%	95%	100%	80%

**What:** Annual survey of user Departments would measure opinions about the condition of the facilities, the quality of staff service and the ease of doing business with Maintenance Services. This measure focuses on the overall quality of our building maintenance service.

**Why:** All of our efforts to provide transparent facilities for client Departments ultimately comes down to the satisfaction and opinions of those end users. Periodic surveys helps staff better measure those opinions.

**How are we doing?** Maintenance has again registered a user satisfaction rating of 100%. It is difficult to predict how an increase of approximately 10% of sq. ft. per person will affect this measure when bringing the new Government Center and the North County Regional Center on-line. It follows logic that user Departments' opinions about the condition of facilities and the quality of staff service will decline as the space maintained per mechanic rises. Maintenance so far has been able to defy that logic and we hope that continues. However as the new facilities age and come out of warranty periods, we suspect maintaining significant amount of additional square footage with the same size staff will cause our satisfaction results to decline.

**Department Goal:** Procure, negotiate, establish and manage leased space to support effective operations of County Departments (i.e. County as Lessee); negotiate, establish, and administer contracts with tenants of County-owned real estate (i.e. County as Lessor). Negotiate the purchase, acquisition, sale, transfer, and use of County-owned real property (buildings and land) managed by the Department of General Services to benefit the public interest.

**Communitywide Result Link:** A well-governed community.

**7. Performance Measure: Percentage of leased facilities secured by Real Property Services for less than or equal to the market rate per square foot for similar length leases.**

00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Actual Results	04-05 Adopted	04-05 Actual Results	05-06 Target
New Measure	100%	95%	95%	95%	100%	95%

**What:** Percentage of new or renewed lease facilities secured at less than or equal to the market rate per square foot.

**Why:** To ensure the cost effectiveness of County leases.

**How are we doing?** Of the 118 leases managed by Real Property Services, 7 of them were new or renegotiated during the '04-05 fiscal year. All 7 (100%) were priced at less than or equal to market rate per square foot, even in cases where we requested short-term extensions and had little or no negotiating position.

**8. Performance Measure: Percentage of County Departments rating Real Property Services as “good” to “excellent” in securing and negotiating with tenants, landlords, permittees, and concessionaire’s.**

00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Actual Results	04-05 Adopted	04-05 Actual Results	05-06 Target
Did not exist	Did not exist	Did not exist	New Measure for 2004-05	90%	100%	90%

**What:** Annual survey of the top four department managers who have utilized these services offered by Real Property Services during the fiscal year.

**Why:** To assist departments in achieving full utilization of County real estate assets, maximize revenue to the County, assist departments to make cost-effective moves to leased facilities, and provide a professional level of representation in negotiations between County departments and tenants, landlords, permittees, and concessionaires.

**How are we doing?** This is a new performance measure. Real Property Services received responses from Mental Health, Social Services, General Services (Airports and Parks), and Library. In every question where the department rated our performance, we scored an “excellent” or “good” rating, for a 100% score overall. Since there are always issues and unexpected events to be worked out with landlords, sellers, permittees, and concessionaires, Real Property Services is very happy to know that our customers feel we are providing them with good service.

**Department Goal:** Provide friendly, timely, accurate financial support services to the Department of General Services and other County Departments.

**Communitywide Result Link:** A well-governed and prosperous community.

**9. Performance Measure: Percentage of survey respondents who rate Administration/Accounting services as “good” or “excellent” in the customer survey.**

00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Actual Results	04-05 Adopted	04-05 Actual Results	05-06 Target
Did not exist	Did not exist	Did not exist	100%	90%	100%	90%

**What:** Surveys of customers provides a measure of customer satisfaction regarding staff responsiveness, courtesy, and accuracy of information.

**Why:** Our success in providing helpful service and accurate information is measured in the responses and opinions of our customers.

**How are we doing?** Accounting staff has adapted relatively quickly to the new financial system and have taken on a leadership role for the rest of the General Services. They have displayed an incredible will to keep the department running smoothly despite the fact that their responsibilities and the tools that they have to do their jobs have changed radically.

**Department Goal:** Efficiently provide timely and reliable distribution of U.S. and interoffice mail service to all County departments.

**Communitywide Result Link:** A Well-Governed Community.

**10. Performance Measure: Percentage of County departments rating their level of satisfaction with the services of Central Mail as satisfactory or better.**

00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Actual Results	04-05 Adopted	04-05 Actual Results	05-06 Target
95.5%	100%	100%	100%	100%	100%	100%

**What:** Results of a customer satisfaction survey.

**Why:** To ensure internal customers needs are satisfactorily met.

**How are we doing?** In 04-05, there were times that it was necessary to reduce mail delivery from twice a day to once a day due to a temporary reduction in staffing levels as a result of vacation leave or sick leave. However, most customers were aware of the staffing predicament and understood the temporary reduction in deliveries. This is apparent in the 100% satisfaction levels for 04-05 Actual Results. Mail operations were effected by the relocation of many of our customers to the New County Government Center late in 2004-05. So far, the adjustment has been a smooth one. It will be interesting to see customer satisfaction results of the full 05-06 fiscal year after Departments settle into their new locations.

**Department Goal:** Efficiently provide effective purchasing services to meet the needs of County departments and maintain the public trust in the expenditure of County funds.

**Communitywide Result Link:** A Well Governed Community

**11. Performance Measure: Percentage of purchasing transactions reviewed for competitive pricing.**

00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Actual Results	04-05 Adopted	04-05 Actual Results	05-06 Target
New Measure	20%	28%	20%	20%	24%	20%

**What:** A measure of the percentage of purchasing transactions that included a competitive process or other cost comparison prior to contracting.

**Why:** To encourage market competition among suppliers of goods and services and assure cost effectiveness.

**How are we doing?** We exceeded the industry standard of 20% by competitively sourcing 24% of all purchases. 20% of all transactions encompass 80% of the dollars spent.

**12. Performance Measure: Percentage of County departments rating their level of satisfaction with the services of Purchasing Services as satisfactory or better.**

00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Actual Results	04-05 Adopted	04-05 Actual Results	05-06 Target
97.6%	98%	98%	100%	100%	100%	100%

**What:** Results of a satisfaction survey.

**Why:** To ensure that purchasing services offered are responsive and satisfactory in meeting the needs of County departments.

**How are we doing?** Our customer survey continues to reflect 100% satisfactory or better performance in customer satisfaction.